CTED

Capital Facilities Planning Tool

Template User's Guide

Volume 1.0

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CTED Capital Facilities Planning Tool

Getting Ready to Use the Template

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CFP Template Planning Guide

Your jurisdiction is ready to use the CFP Template if:

- ✓ Level of service standards for your capital facilities are established
- ✓ Concurrency program(s) are in place
- ✓ CFP analysis necessary for any major modifications to your comprehensive plan has occurred (i.e., UGA expansion or significant changes to a zoning designation)

HOW THIS GUIDANCE WILL HELP YOU PUT TOGETHER YOUR CAPITAL FACILITIES PLAN

The purpose of this guidance is to prepare you for putting together your capital facilities plan (CFP). This guidance is a companion to *Making Your Comprehensive Plan a Realty: A Capital Facilities Plan Preparation Guide*, which details the steps necessary to prepare a CFP and addresses other capital facility planning issues. Other important resources to help you as you put together your CFP are:

- RCW 36.70A.070(3) of the Growth Management Act (GMA)
- WAC 365-195-315 of the Procedural Criteria
- *Level of Service Standards: Measures for Maintaining the Quality of Community Life* by Municipal Research Service Center (*http://www.mrsc.org/Publications/levelserv.pdf*).

This guidance will describe:

1. How to put together a work plan
2. Tips on the best way to get started
3. Detailed description of the various worksheets within the Template, their relationship to one another and a sample work plan format

For you to successfully get organized, the following items need to be considered:

- Development of a work plan that includes:
  - ✓ A schedule
  - ✓ A list of team members
  - ✓ A budget
  - ✓ A list of the steps needed to complete the project and who is responsible for the various tasks, including key milestones with final products.

- Support for the work plan from upper management, planning commission and elected officials is vital. This support also includes providing these groups with on-going updates of the progress of the CFP.

- The appointment of a lead staff person is important to keep the project on task and assemble the final document.

Part II of this Guidance is a User's Guide that describes how to use the CFP Template.

WHY CAPITAL FACILITIES PLANNING IS IMPORTANT TO YOU

The CFP is both a policy and financial document:

- Your CFP is a prioritization of the capital improvements your community intends on building in the next six years and how your community plans to pay for these improvements. A CFP is an important 'filter' showing your jurisdiction's comprehensive plan is financially realistic.

  Your CFP identifies the costs and resources available for the capital improvements for the next six years. This will help your jurisdiction develop its annual budget, which will help your jurisdiction decide whether or not a grant or loan is needed to complete capital improvements. Also, if your jurisdiction anticipates charging impact fees under RCW 82.02, these projects must be identified in your CFP.

- This prioritization process shows where and how your community intends to grow. Also, it shows there has been a public process with community support for the capital improvements.

  While the Land Use Element of your comprehensive plan articulates the vision for how a community will develop, the CFP describes the implementation of that vision. The CFP is the critical link between comprehensive planning and capital improvements [See Attachment A]. Within your CFP, implementation of the comprehensive plan is described through:

  - ✓ Established levels-of-service for various public facilities and services.
  - ✓ How certain undeveloped areas will develop (including the unincorporated urban growth areas) based on the type of public facilities extended.
  - ✓ How coordination with adjacent jurisdictions will occur.
  - ✓ How coordination with other agencies that provide public facilities and services (i.e., school districts, water districts, sewer districts, etc.) will occur.

Other CFP references:

- ✓ RCW 36.70A.070(3)
- ✓ RCW 36.70A.120
- ✓ RCW 36.70A.210(3)
- ✓ RCW 82.02.050 through .100
- ✓ WAC 365-195-315

Under the GMA [RCW 36.70A.070(3)], a capital facilities plan element includes:

- An inventory of existing capital facilities owned by public entities, showing the locations and capacities of the capital facilities.
- A forecast of the future needs for such capital facilities.
- The proposed locations and capacities of expanded or new capital

facilities.

- At least a six-year plan that will finance such capital facilities within projected funding capacities and clearly identifies sources of public money for such purposes.
- A requirement to reassess the land use element if probable funding falls short of meeting existing needs and to ensure that the land use element, capital facilities plan element, and financing plan within the capital facilities plan element are coordinated and consistent. Park and recreation facilities shall be included in the capital facilities plan element.

HOW TO DEVELOP YOUR WORK PLAN

Project Phases

- ✓ Project Initiation
- ✓ Planning the Project
- ✓ Executing or Implementing the Project
- ✓ Monitoring, Controlling, and Evaluating the Project

Your final work plan will include the following items:

- Schedule.
- List of team members – including the team leader.
- Budget – including any funding needed for outside consultants.
- List of the steps needed to complete the project and who will be responsible for the various tasks, including key milestones with products.

Prior to inputting data in the Template, it will be important to spend some time developing your work plan. With some advance information gathering and thought to scheduling, staffing, and cost, the CFP development can proceed smoothly. When developing your work plan, we suggest you review:

- *Making Your Comprehensive Plan a Realty: A Capital Facilities Plan Preparation Guide*
- CFP Process Task List found within the Template.

Both sources have lists of tasks and steps needed to complete a CFP.

Schedule

Scheduling Considerations

- ✓ Adoption of CFP – aligned with annual budgeting process or annual comprehensive plan amendments
- ✓ Other public service providers CFP adoption schedule

When determining the schedule, start by looking at the anticipated adoption date by the elected officials and work backwards. Scheduling should consider:

- Will the CFP be adopted at the same time as the budget? The GMA allows for the adoption of the CFP outside the normal comprehensive plan amendment process, if it is at the same time as your annual budget process [RCW 36.70A.130(2)(a)(iii)].
- Will the CFP be adopted prior to the budget adoption at the same time as the annual comprehensive plan amendments? If your jurisdiction anticipates significant changes to the comprehensive plan such as an urban growth area expansion or a significant intensification

of a comprehensive plan designation, it needs to also include concurrent analysis of the CFP to ensure public facilities can still be provided. For more information on this topic review *Making Your Comprehensive Plan a Realty: A Capital Facilities Plan Preparation Guide*.
- How does your CFP schedule fit into the CFP adoption schedules of other service providers? Does a water or sewer district provide services to your jurisdiction? How can these two plans be linked to one another?

The calendar year immediately following the date of adoption is the first year to be addressed by the CFP.

The schedule needs to take into account required meetings to review the CFP. These include:
- Public hearings and work sessions with the planning commission on drafts
- Public hearings and work sessions with elected officials
- Other public meetings needed depending upon your jurisdiction's public processes. Your jurisdiction's public participation program should be incorporated into the schedule.

Other meetings to include are:
- Coordination meetings with other stakeholders and providers of public services and facilities (i.e., school districts, water districts, sewer districts, etc.). Some of these providers will have a more significant influence on a local jurisdiction's CFP and development patterns than others, such as sewer districts. This effort needs to be highly coordinated to ensure the services and facilities provided by others are in support of the local jurisdiction's comprehensive plan.
- Meetings with internal staff, especially at key milestones and as due dates are approaching.

Staffing Needs

A team of interdisciplinary staff is needed to develop a CFP. It will include staff from:
- Public works
- Parks
- Planning
- Finance
- Other public service and facility providers such as water district, sewer district, school district, fire district etc.

There is important information each member brings to the CFP.
- Public Works and Parks departments help to identify capital projects needed for the next six years and beyond. Information needed for the CFP from Public Works and Parks will include:
  - ✓ Status of capital projects from previous year (started, on-

going, finished).
    - ✓ Projects from system plans (water, sewer, stormwater, transportation, parks).
    - ✓ Other projects not identified in system plans (use the Public Works Profile Worksheet).
    - ✓ Updated list of city owned property.

- Finance department helps to identify the financial capacity of the jurisdiction and helps to forecast future revenues for capital projects. Information needed from Finance for the CFP will include:
    - ✓ Analyze financial capacity.
    - ✓ Forecasts of revenue for capital expenditures.
    - ✓ List of revenue sources available for capital improvements over six-year planning horizon.
    - ✓ Analysis of debt – future and current.

- Planning department coordinates the linkages between the capital projects and the adopted comprehensive plan. Information needed from Planning for the CFP will include:
    - ✓ Forecasts of population and development patterns.
    - ✓ Analysis of applicable comprehensive plan goals and policies and capital projects.

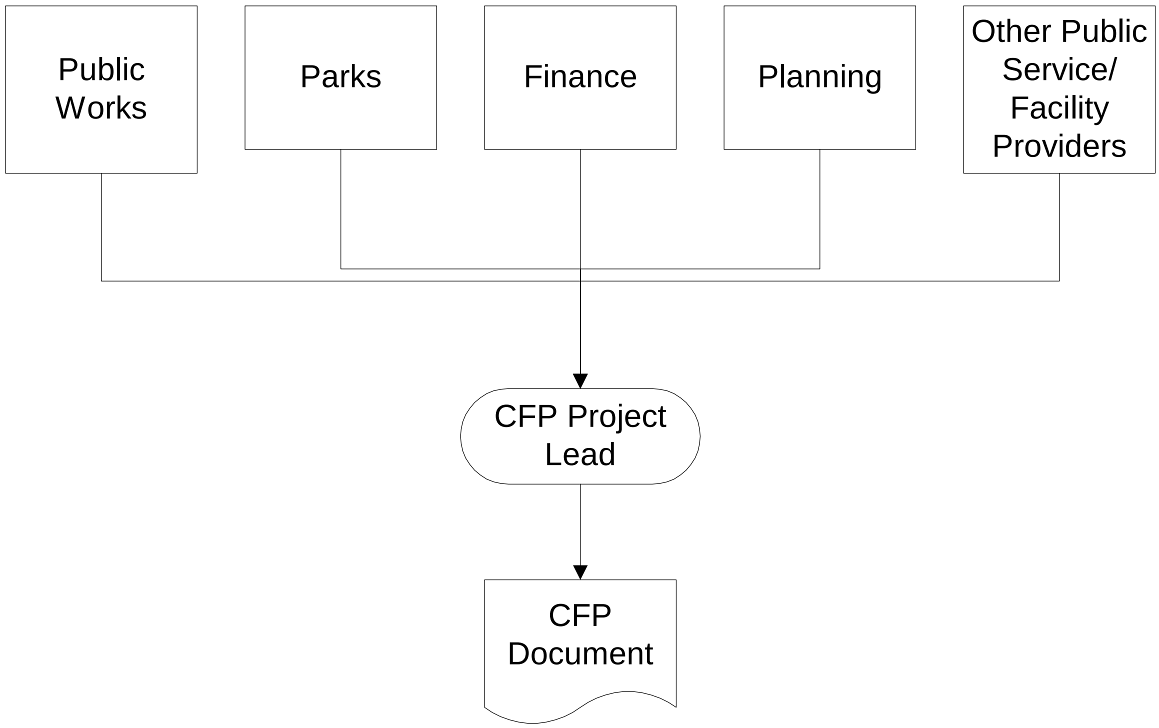
- Lead staff person keeps the project on-track and adjusts the course of the project, if needed.

  This person also collects and compiles all the information into the Template, puts together the CFP document. The lead staff person is the "custodian" of the CFP Template. As the User's Guide describes in the Installation Section (Part II), the Template is saved to the C: drive. We suggest only the lead staff person have the Template and all information and data for compiling the CFP be brought together by the lead staff person. This will eliminate confusion that could be created by working from a number of different drafts of the CFP.

Once the team is assembled, it will be important to identify the roles, responsibilities, and expectations of the team members and share the schedule, with the key milestones and products with the team.

A smaller jurisdiction with limited resource may only have one or two staff performing many of the above-described roles or may hire a consultant to perform some of these tasks.

Flow of Information



Budget

Assessing budgetary needs to complete the CFP is another important step in putting together the work plan. You should consider what is needed to successfully complete the project. This may include:

- Equipment
- Supplies
- Costs associated with public hearings such as publishing documents and public notices.
- In addition, this would be a good time to assess whether outside consultants will be needed.

Products

Develop a list of the products you will need to complete the CFP. This step will help you develop a list of tasks and milestones within your schedule and your final work plan. You should refer to *Making Your Comprehensive Plan a Realty: A Capital Facilities Plan Preparation Guide* and the Task List in the CFP Template for detailed descriptions of the various products you will generate as you put together your CFP. In addition to this list, the CFP Development Team should brainstorm other steps and information needed to complete the CFP.

Additional Work Plan Items to Consider

Two additional items to consider while you put together your work plan are:

- How will you proceed, if you need to make changes to your work plan? Some things to keep in mind include:
  - ✓ Who will approve changes to your plan?
  - ✓ How will new work be distributed among your team?
  - ✓ It may be a good idea to have the team identify steps that will be taken in the event the work plan needs to be changed. This is called a "Change Management Plan."

- It is a good idea to evaluate how the project went once the CFP is complete. Whether the evaluation is a formal survey or an informal gathering of team members, an evaluation can help you improve your CFP process. The following is a list of some questions you could include:
  - ✓ How clear was the work plan?
  - ✓ Did you have adequate time and support to complete your assigned tasks? If not, why?
  - ✓ Were you pleased with the final CFP? If not, how could it be improved?
  - ✓ What could be done to improve the process next time?

The CFP should be updated annually to reflect changes in project status, funding and community priorities.

WHAT DO I DO ONCE MY WORK PLAN IS DONE?

Support for Work Plan

Once you have finalized your work plan, schedule some time with your elected officials, planning commission and executive management to review it. This step ensures the decision-makers of your jurisdiction see the work plan, understand the effort necessary to complete a CFP, and support the plan.

WHAT DO I DO ONCE I HAVE SUPPORT FOR MY WORK PLAN?

Identify Potential New Capital Projects

After getting support for the work plan, the lead staff person should distribute the Public Works Project Profile document to staff. This document is intended to capture needed capital projects that may not be identified within system plans or the previous year's Capital Improvement Plan. Once all project data are assembled, the CFP Development Team will reconvene to look over the list of projects. The team will make one of three determinations:

- Can several projects be combined into one project?
- Is the project a maintenance project and not a new capital project?
- Is the project a new stand-alone capital project?

Once the projects have been identified, a CFP Project Components worksheet will be completed for each project. See Part II of this guidance on how to fill out this worksheet.

For smaller jurisdictions, the identification of new capital projects may occur at the staff level with public works/maintenance person or, if there is no staff available, this may be a task for your Planning Commission. The Public Works Project Profile may be filled out by staff or could go to the Planning Commission along with the work plan and any supporting, current system plans.

The Decision Matrix is a tool that can be used by the CFP Development Team to rank the various projects once they are identified by the process described above. This step is an initial filter and organization tool for the Team before the project lists are presented to the Planning Commission and elected officials.

Regular Updates on CFP Progress

Once you have support for your work plan you need to provide regular updates on the progress of CFP development to both the elected officials and the planning commission. These regular updates ensure the CFP is on the right track throughout the process and there is continuous support for the project. This also eliminates any potential confusion or surprises once the CFP is ready for full review and action.

SUMMARY FOR PLANNING GUIDE

The CFP Template is a tool designed to help you develop your jurisdiction's Capital Facilities Plan. A well thought out CFP shows your community's priorities. It will help you with budgeting for capital improvements and will help you determine if you need to apply for a grant or loan for capital improvements.

A CFP is an important tool in helping jurisdictions link their comprehensive plan with their capital projects. A CFP is a financial document and a policy document setting out capital improvements for the next 6-years and policies for making capital improvements.

As described earlier, the purpose of this section of the user's guide is to help you with a pre-planning guide for data input into the Template. It is a companion to *Making Your Comprehensive Plan a Reality: A Capital Facilities Plan Preparation Guide*.

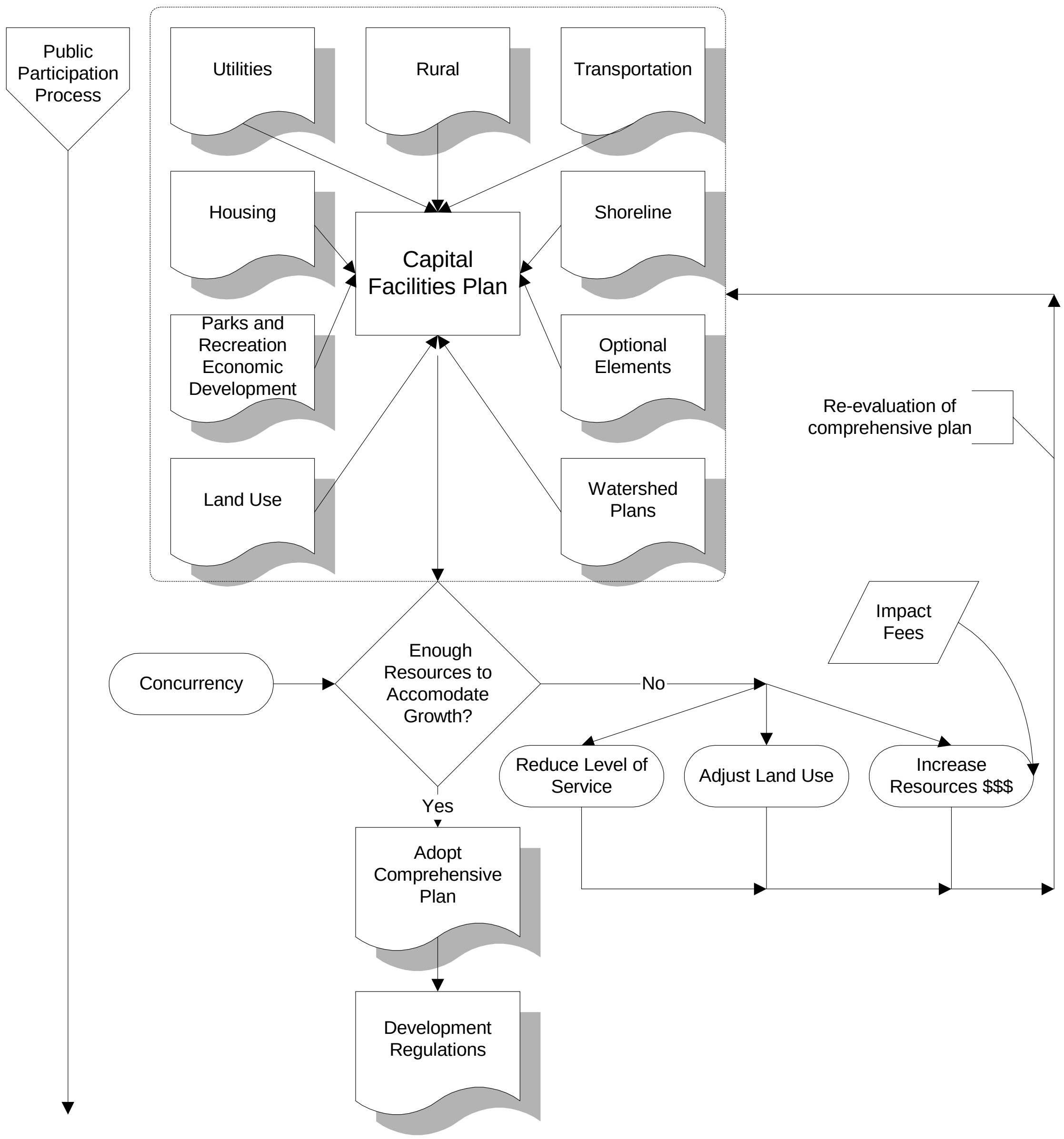
Important components for all jurisdictions (large and small) to successfully get organized in order to complete a CFP include:

- The development of a work plan that includes a schedule, a list of team members, a budget, and a list of the steps needed to complete the project and responsibility for the various tasks, including key milestones with interim and final deliverables.
- Support for the work plan from upper management, planning commission and elected officials. This support also includes providing these groups with on-going updates of the progress of the CFP during its development.
- The appointment of a lead staff person is important to keep the project on task and assemble the final document.

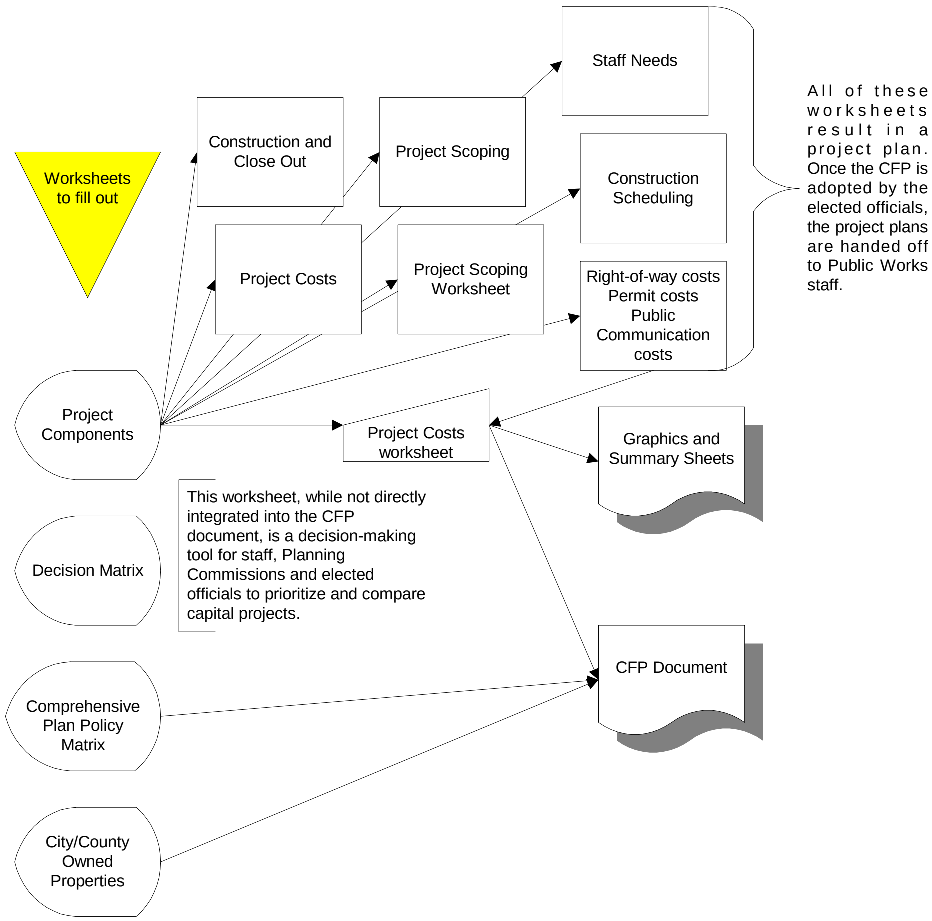
For more information on tasks, milestones, deliverables and roles please review *Making Your Comprehensive Plan a Reality: A Capital Facilities Plan Preparation Guide*. In chapter three – *Participants and Their Roles* – the guide provides detailed descriptions of the various people involved in developing a CFP and how they contribute to the process. In chapter four – *Work Program for Developing the Capital Facilities Plan* – the guide provides descriptions of additional steps you need to take in order to complete a CFP.

The next section of the guidance will instruct the user of the Template how to use the specific worksheets for the purpose of putting together a CFP document.

ATTACHMENT A –
Capital Facilities Plan Relationship to Comprehensive Plan



ATTACHMENT B –
Relationship of CFP Template Worksheets to CFP Document



ATTACHMENT C – Sample Work Plans

Attachment C has several different types of work plans both blank and filled in with sample work plan information. There are three different formats for you to consider as you are putting your work plan together. Use the format you feel will best suit your needs. You may find that different formats work better for different types of audiences. For example, if you will need additional resources to develop your CFP, perhaps Sample #1 will be the best because it identifies the costs and resources to complete each of the tasks. If you are reporting to a committee of elected officials, perhaps they would only be interested in the main tasks and subtasks needed to accomplish the project – Sample #3 might be the best format.

Sample #1: This format allows the user to prioritize tasks, along with who will do the task, when it will be completed, any associated costs or resources needed. This format puts all of the important information into one form.

Priority	*Tasks*	*Who will do it?*	*Start date*	*End date*	*Cost*	*Resources*	*Other notes*

Sample #2: This format simply lists the tasks, who will do the task and when it will be completed.

Task	*Activity*	*Work Products*	*Due Date*	*Responsibility*

Sample #3: This format, called the Work Breakdown Structure, allows the user to identify major tasks and the sub-tasks needed to complete the major tasks. These tasks are not necessarily in any order of priority and the format could be modified to include who would be responsible for the tasks along with due dates.

1. Main Task

1.01 Sub-Tasks
1.02 Sub-Tasks
1.03 Sub-Tasks
1.04 Sub-Tasks

2. Main Task

2.01 Sub-Tasks
2.02 Sub-Tasks
2.03 Sub-Tasks
2.04 Sub-Tasks

The following work plans show how the different plans would look like with information filled in. These are only samples and may not include all the steps your jurisdiction may need to develop a CFP. Also, review the Task List in the Template and *Making Your Comprehensive Plan a Reality*.

Sample #1

Priority	*Tasks*	*Who will do it?*	*Start date*	*End date*	*Cost*	*Resources*	*Other notes*
1	Establish the CFP schedule	Lead staff					Once the draft schedule is complete, the lead staff will bring it to the team for review and then it will be passed onto PC

Priority	*Tasks*	*Who will do it?*	*Start date*	*End date*	*Cost*	*Resources*	*Other notes*
							and elected officials for review
2	Review list of jurisdiction owned properties and facilities	Public Works, Parks				PW and Parks staff	This information will be updated in the jurisdiction owned properties and facilities table. Then forwarded to the lead staff person to be entered into the CFP Template.
3	Review OFM population projections and current trends	Planning				OFM population information on Web; Building permit trends; Land Use permit trends	Information needed to help determine demand for public services and facilities – coordinate with other districts (school, fire, sewer, water)
4	New Capital Project Identification	Public Works, Parks				Adopted comprehensive plans	Use PW Profile Worksheet to identify other potential projects
5	Capital Project prioritization	Lead staff with Planning Commission				List of projects from adopted plans and worksheets	Prioritize with Planning Commission; analyze proposed projects with financial capacity; schedule meeting with Planning

Priority	*Tasks*	*Who will do it?*	*Start date*	*End date*	*Cost*	*Resources*	*Other notes*
							Commission
6	Analyze Financial Capacity	Finance				PW. Parks and Finance staff; utility rates; current maintenance and operating costs	6 year forecasts of revenue and operating costs; list of revenue sources available; analysis of current/future debt
7	Develop Finance Policy Options and Recommendations	Finance				Financial Capacity Analysis	Existing sources of revenue (i.e., utility rates); New sources of revenue (i.e., impact fees); project priorities; debt vs. pay-as-you-go; schedule meeting with Planning Commission
8	Develop Capital Project Estimates	Public Works, Parks				Prioritized list of capital projects	Using CFP Template worksheets, develop estimates and send to lead staff; align with potential funding
9	Develop CFP document	Lead Staff Person				Project Estimates and Resources with timeline Comprehensive Plan Policies Supporting Projects Maps/photos	Schedule meetings with Planning Commission to review drafts

Sample #2: This information is from *Making Your Comprehensive Plan a Reality: A Capital Facilities Plan Preparation Guide* by Growth Management Services, June 1993

Task	*Activity*	*Work Products*	*Due Date*	*Responsibility*
1. Organize the Project	• Prepare flow chart of process, participants, decision points and integration with other comprehensive plan elements and other jurisdictions. • Identify members of CFP Development Team. • Conduct project orientation for members of the CFP Development Team. • Establish intergovernmental coordination mechanisms. • Establish public participation process (or review existing process, organize any ad hoc advisory groups.	Work Plan		Lead Staff
2. Develop CFP Design, Definitions, Criteria and Coordination	• Review and finalize the model table of contents and format guidelines for CFP or review format in the CFP Template. • Review and finalize definitions of terms that will be included in the CFP. • Review and finalize criteria for	Work Plan		All

Task	*Activity*	*Work Products*	*Due Date*	*Responsibility*
	determining needed capital facilities. • Review of these work products by the public and decision-makers.			
3. Forecast Population and other Demand Factors	• Provide guidelines for demand data. • Prepare historical analysis of population and other demand factors. • Evaluate population projects from ORF and other sources. • Prepare forecasts of population and other demand factors. • Present demand forecasts and land use concepts to providers of public facilities. • Review of these work products by the public and decision-makers.	Background data for final document		Planner and providers
4. Inventory Existing Capital Facilities	• Distribute forms and instructions for standardized inventories of facilities, including the capacity and condition of each facility. • Prepare inventories of existing public facilities, including facilities under construction. • Review and comment on inventories of existing facilities by department heads.	Report on the jurisdiction's inventory of public facilities and services.		Public Works, Parks, Providers, Lead Staff

Task	*Activity*	*Work Products*	*Due Date*	*Responsibility*
5. Develop Alternative Level of Service Standards for Capital Facilities	• Update lists of national, state, and local government standards and distribute lists to CFP Team and other providers of public facilities as a reference tool. • Determine public satisfaction/dissatisfaction with current levels of service. • Calculate current actual level of service, summarize standards in local studies, plan, regulations and ordinances and recommendations for levels of service for scenarios. • Develop recommended levels of service. • Review and comment on recommended levels of service. • Review of these work products by the public and decision-makers.	Report		Public Works, Parks, Providers
6. Calculate Average Cost per Unit of Capacity	• Record recent or typical costs of the public facilities. • Research recent or typical costs of public facilities. • Review and comment on average cost data. • Review of these work products by the public and decision-makers.	Report		Public Works, Parks, Providers

Task	*Activity*	*Work Products*	*Due Date*	*Responsibility*
7. Analyze Financial Capacity	• Develop format and guidelines for analysis of financial capacity. • Research historical revenue and expenditures, by fund, for all funds. • Analyze revenue bases and operating costs; prepare assumptions for forecasts. • Prepare forecasts of revenue and expenditures, by fund, for all funds for the six-year planning period. • Provide a detailed list of revenue sources that are legally available for capital improvements for the six-year planning period. • Prepare analysis and projections of current debt and future debt capacity. • Develop financing policy options and recommendations. • Review of these work products by the public and decision-makers.	Financial Capacity Analysis Financing Policy Options		Finance
8. Prepare Level of Service and Revenue Scenarios	• Prepare scenarios for various levels of service and financing strategies for each type of public facility. • Review scenarios and develop financing plan. • Present scenarios to the public, advisory groups and decision-	Report		All

Task	*Activity*	*Work Products*	*Due Date*	*Responsibility*
	makers and obtain preferences for specific level of service standards and financing plans.			
9. Develop Capital Improvement Projects and Financing Plan	• Prepare capital improvement projects for needed public facilities that support the level of service and financing plan selected. • Review projects for consistency with the level of service standards and the availability of revenue. • Review of these work products by the public and decision-makers.	List of capital project and financing plan		All
10. Prepare and Adopt Capital Facilities Plan	• Prepare summary list of capital improvement projects, financing plan to pay for all such projects and a forecast of future costs of operation and maintenance of additional capital facilities. • Prepare the final policies of the capital facilities plan. • Complete integration of the draft CFP with other plans. • Present the capital facilities plan and assist the public, advisory groups and decision-makers in review and adoption.	Capital Facilities Plan		Lead Staff
11. Establish Concurrency	• Prepare a design framework for the concurrency management system.	CFP Implementation Program		All

Task	*Activity*	*Work Products*	*Due Date*	*Responsibility*
Guidelines and Other Implementations Programs	• Develop application review system, including information requirements and processing, forms and instructions, administrative procedures. • Develop staffing, budget and organization requirements for concurrency review. • Develop concurrency fees. • Develop the concurrency ordinance or land development regulations. • Prepare other implementation programs of the capital facilities plan. • Review of these work products by the public and decision-makers.			

ATTACHMENT D –
CFP Template Worksheets

The following table describes the relationships between the worksheets, the information needed for each worksheet, who has the information and why the information is important. Attachment B is a graphic representation of the relationships between the worksheets.

CFP Template Worksheets	Information Needed	Who has this Information?	Why is this Information Important?
City/County Owned Properties and Facilities	• Name of Facility and Property • Location • Date Acquired • Estimated Present Value • Capacity • Present Condition • Improvements Required • Year Needed • Estimated Cost	• Public Works Department • Parks Department	Before determining what new facilities are needed, it is important to understand what you already have in place to serve your community. This information will be put into your final CFP document.
Comprehensive Plan Matrix	Goals and policies from the different elements of your comprehensive plan supporting your capital projects.	• Planning Department	It is important to ensure your comprehensive plan supports your proposed capital projects. Your Planning Commission will use this worksheet to analyze capital project to ensure they are consistent with your adopted comprehensive plan.
Decision Matrix	• Proposed Projects • Supporting Information for the		While this worksheet is not directly linked to the creation of the CFP, it is a valuable decision-making tool designed to make the prioritization of projects understandable to the public and elected

CFP Template Worksheets	Information Needed	Who has this Information?	Why is this Information Important?
	Project		officials. The Decision Matrix is a worksheet designed to help rate and rank projects across program areas to help prioritize capital projects. There are criteria and points assigned to the criteria enabling you to make these comparisons. The Planning Commission and elected officials can use this tool during workshops to achieve a more transparent decision-making process. Criteria and points can be customized to meet the local jurisdiction's needs.
Project Components	• Project title • Size of the project • Contingency • Components of the project • Quantity of each of project components	• Public Works Department • Parks Department	The project estimates will be inserted into the final CFP and, if you want, a selection of the project components could be inserted into the plan too.
Land and Right-of-way Matrix	• Square footage of private land needed for the project	• Public Works Department • Parks Department	This worksheet helps to further refine your capital project estimate. While this information may not be known at the time you are putting your CFP together, this worksheet can be used later to put together estimates.
Permit Matrix	• Permits needed from local, state and federal agencies to construct project	• Planning Department (local) • State and/or Federal Agencies	This worksheet helps to further refine your capital project estimate. While this information may not be known at the time you are putting your CFP together, this worksheet can be used later to put together estimates.
Public Communication	• Local public communication plan or strategy	• Planning Department	This worksheet helps to further refine your capital project estimate. While this information may not be known at the time you are putting your CFP together, this worksheet can be used

CFP Template Worksheets	Information Needed	Who has this Information?	Why is this Information Important?
Matrix	• Requirements for public communication from needed permits • Identification of affected properties	• Public Works Department	later to put together estimates. Also, it is a good practice to keep your community informed of upcoming capital improvements and their ongoing status.
Project Costs worksheet	• Project Cost Estimates – Including pre-engineering and design engineering. This estimate could also include permitting, public communication, land and r.o.w. estimates • Sources of funds for upcoming budget cycle • Forecast sources of funds for the following five years	• Public Works Department • Parks Department • Finance Department	This information will be used in a number of ways: • It will be put into the final CFP document • It will be used to plan your budget for the upcoming year • It will be used to determine whether you will need to find other sources of funds to construct your capital projects (i.e., grants, loans, or impact fees)

ATTACHMENT E –
Main Tasks identified within the CFP Template

These are the main tasks identified within the Capital Facilities Planning (CFP) Template itself. There are also a number of subtasks associated with each main task and what type of deliverable each task results in – whether it is a report, public meeting or an estimate. These will be the main tasks you will use as you work through the development of your CFP; however, your jurisdiction may not need to use all the tasks.

	STAFF	TASK
1.		Establish Annual CFP Schedule
2.		Obtain Population Forecast and Other Demand Factor Information
3.		Review Six-year Forecasts of Revenue and Costs for Both Capital and Operating Expenses and Projections of Revenue Bases and Rates
4.		Project Concept Development
5.		Rate and Rank Projects by Criteria
6.		Match Projects to Potential Funding Sources
7.		Project Coordination
8.		Identify engineering research needs
9.		Develop a CFP Project Components list, Preliminary Project Plan, Determine Resource Costs, Construction Time Frames, and Initial Scoping for Each Project
10.		Determine Permit Needs by Completing the Permit Matrix for Each Project and Saving in Each Project's File
11.		Determine Public Communication Goals and Outcomes for Projects
12.		Determine land and ROW needs by completing the Land & ROW Matrix for each project and saving in each project's file
13.		Initial Decision-Maker Meeting to Review Potential CFP Projects
14.		Assign Name for Each Project Based on Naming Convention and Project Components
15.		Meet with Project Plan Committee with Representatives from the Program Area, Engineering and O & M to Review Preliminary Project Plan, Resource Costs, Scoping Worksheets, and

STAFF	TASK
	Construction Timing for Each Project
16.	Obtain Client Approval
17.	Meet with Public Communication Committee with representatives from Engineering and Appropriate Public Communications Staff to Determine Public Communication Goals and Outcomes for Projects
18.	Prepare Final Planning-level Estimates for Projects
19.	Calculate Preliminary Planning-level Estimates and Cost Information for Each Project
20.	Update Water and Sewer Rate Models with Projected Project Funding Data If Applicable
21.	Final Internal Decision-Maker Meetings to Review Potential CFP Projects
22.	Assign Program Numbers
23.	Prepare Draft CFP Document
24.	Submit Draft CFP
25.	Attend Appropriate Community, Advisory Committee, Planning Commission, and Decision-Maker Meetings
26.	Approval of CFP
27.	Establish Annual CFP Schedule
28.	Obtain Population Forecast and Other Demand Factor Information
29.	Review Six-year Forecasts of Revenue and Costs for Both Capital and Operating Expenses and Projections of Revenue Bases and Rates

ATTACHMENT F –
Main Tasks outlined in *Making Your Comprehensive Plan a Reality: A Capital Facilities Preparation Guide*

These are the main tasks outlined in *Making Your Comprehensive Plan a Reality* guidebook. Within the guidebook there are a number of subtasks identified and staff expertise is identified too. Not all these tasks may be necessary if your jurisdiction is simply updating a capital facilities plan. However, if your jurisdiction is embarking upon a significant update to your plan or conditions have changed significantly, the following tasks may be useful.

STAFF	TASK
1.	Organize the Project
2.	Develop CFP Design, Definitions, Criteria and Coordination
3.	Forecast Population and other Demand Factors
4.	Inventory Existing Capital Facilities
5.	Develop Alternative Level of Service Standards for Capital Facilities
6.	Calculate Average Cost per Unit of Capacity
7.	Analyze Financial Capacity
8.	Prepare Level of Service and Revenue Scenarios
9.	Develop Capital Improvement Projects and Financing Plan
10.	Prepare and Adopt Capital Facilities Plan
11.	Establish Concurrency Guidelines and Other Implementations Programs

CTED Capital Facilities Planning Tool

Using the Template

TABLE OF CONTENTS

Template User Guide

Refer to the following reference items for answers to questions about using the CFP tool:
-- Excel hints/tips
-- Quick Reference Card
-- Green sidebar notes

- 360.725.3071 (CFP Template message phone)
- *cfptemplate@cted.wa.gov*

INTRODUCTION

The Washington State Department of Community, Trade and Economic Development (CTED) Capital Facilities Planning (CFP) Template is comprised of a series of Excel spreadsheet templates and text worksheets geared for compiling and calculating capital facilities plan data and importing it into a document format for inclusion in your jurisdiction's annual CFP document. The templates and supporting files have been cross-linked to guide you through the complex information gathering process, reduce data-entry time, programmatically calculate cost data, and generate the final output documents for your plan.

The Template User Guide is an instruction manual for the tool. Currently, this guide covers only the main documents you will want to complete to successfully complete a basic capital facilities plan. It also includes important information on downloading the tool files and using the Excel interface for navigating the files. Along the way, please take particular notice of the green sidebar notes and the Attachments, as these represent highlighted tips and answers to common questions. If your question is not answered here, call CTED at 360.725.3000 or *www.cted.wa.gov/growth* or via e-mail at *cfptemplate@cted.wa.gov.*

Since this is the first version of this software and accompanying manual, we hope you will help us enhance them. If you have feedback and/or suggestions, you are invited to submit them to Growth Management Services of CTED at 360.725.3000 or e-mail at *cfptemplate@cted.wa.gov* .

REQUIREMENTS

Technology

All the files in the tool were created using Microsoft Office XP. They will work with older versions of Microsoft Office, although the automatic formulas may not function in versions older than Office 98. In this case, some data and/or formulas may need to be entered manually. File formats include Excel, Word, and PowerPoint.

Skill and Knowledge-base

With intermediate Excel skills, you will be very comfortable with this tool. However, if you are still learning basic Excel navigation, functions, and capabilities, with a little practice you can still master it. By following the steps in this manual and making frequent reference to the Attachments, you should find yourself confidently working through the tool structure and preparing plan documents in no time.

Web-based Hyperlinks and Tools

Many of the files in the tool use built-in hyperlinks to cross-reference corresponding documents and information. Therefore, familiarity with the Internet Explorer navigational buttons is also very helpful. When these links are present within a document, Excel will launch a special "Web" toolbar, which conveniently includes many of the standard Internet Explorer navigation buttons most of us know.

HOW TO INSTALL

Main Tool Files

The main tool files are provided on CD for easy download to the root of the C: drive of your computer. These files are organized into a predetermined directory structure and when downloading them from CD, it is important to remember these two rules to ensure the tool's links and formatting will work properly:

> The tool files must be stored in the root directory of the C: drive and the default directory structure must be retained for the tool features to work properly.

1. The tool uses several hyperlinks and programmed formulas to facilitate navigation. These references all rely on the C: drive root directory as the location of the files. The files must be stored in this directory to function properly unless the links and formulas in each file are reprogrammed to reference a different location.

2. The default directory structure exists to facilitate the tool's built-in formatting. Again, for the automated functionality of the tool to work properly, this default structure must be retained.

Depending on the processing speed of your system, installation takes 5-15 minutes and requires only a CD-ROM drive and access to the Windows Explorer file management application on your computer:

1. Insert the CD into your computer's CD-ROM drive (your system may initiate Windows Explorer automatically and display the files on the CD by default).

2. If Windows Explorer does not initiate automatically, find it on your "Start" menu and double-click the listing for the CD-ROM drive.

3. The root directory folder for the main tool files is named "CFP Tools and Templates." Click once on this directory listing, select "Edit" from the main menu at the top of the screen, then select "Copy" on the drop-down menu.

4. Double-click on the C: drive (under "My Computer" if you have trouble locating it) and double-check to make sure you are at the root before going to Step 5.

5. Select "Edit" on the main menu, then select "Paste" on the drop-down menu to initiate the download.

6. You will see a dialog box appear indicating files are being transferred and the expected download time. If possible, please allow this process to complete entirely before closing this dialog box or the Windows Explorer application. Should it be necessary to interrupt this process, you may need to start again with Step 1 above to successfully complete the download.

Macros

For the spreadsheets to share and calculate data properly, you will also need to pre-load the macros (or mini applications), programmed especially for the tool:

1. After the main tool files have loaded, return to the listing for the CD-ROM drive in Window's Explorer.

2. The file containing the macros is named "Personal."

3. Click once on the file name, select "Edit" from the main menu at the top of the screen, then select "Copy" on the drop-down menu.

4. Double-click on the C: drive and check to make sure you are at the root.

5. From here, open the "Documents and Settings" directory, open your user name directory, then open application data.

   (If application data is not showing, you will need to unhide it by going to: "Start", "Settings", "Control Panel", "Folder Options", "View", and click the radio button for "show hidden files and folders.")

6. Under "Application data", select "Microsoft", then "Excel", then "XLSTART."

7. Select "Edit" on the main menu, then select "Paste" on the drop-down menu to initiate the download.

GETTING STARTED

Template and File Integration

Copying data from one spreadsheet to another is not advised. If it is absolutely necessary, it is best to paste it into Notepad, then re-copy and paste to the new document.

Many of the spreadsheets and corresponding text files in the tool are pre-programmed to share data. Occasionally, you will find an area that does not pre-fill with information you have already entered somewhere else. Although it may be tempting to copy/paste the data from one file into another, it is not always best as it may also copy formulas designed to work in the original file only. As a general rule, if you need to duplicate information you have already entered, it is best to either re-enter it manually, or if it is absolutely necessary, copy and paste the selection into notepad to remove the formatting, then re-copy and paste it into the new file.

Setting up Macros and Special Tools

To set up Excel to display the special toolbar used for initiating the tool's built-in macros:

1. Open Excel (a blank spreadsheet file labeled "Personal" should display in your work area). Keep this file open while performing the following tasks.

2. Click "Tools" on the main menu and select "Macros" from the drop-down list.

3. A dialogue box will appear listing eight macros.

4. Click once on the "Toolbar" listing.

5. Click the "Run" button and your computer will create a preliminary toolbar displaying yellow smiley-face icons on your work area. This new toolbar is labeled "CFP1."

6. If your computer also launches Visual Basic and associated work screens, close the work screens/program windows and return to the first Excel screen.

To assign Macros and Hyperlinks to the buttons on the preliminary toolbar:

Currently, the guide does not include a Macro description key, but you will see many step-by-step references for using the Macro buttons when preparing your work files and documents.

1. Click "View" on the main menu, hover over "Toolbars" on the drop-down list and select "Customize" from the toolbar listing. This will launch a dialogue box that allows modification to the buttons on the custom toolbar.

2. Right-click on the first button on the toolbar and select "Assign Macro." The dialogue box listing the macro names will appear. Select "Blanks" from the list.

3. Right-click again on the first button on the toolbar, select "Name" and change the name of the button to "Blanks."

4. With the drop down list still up, select "Change Button Image" and select an image of your choice from the pop-out box.

5. Follow the same steps for the second button assigning the "Column Sort" macro.

6. Follow the same steps for the third button assigning the "Data" macro.

7. Follow the same steps for the fourth button assigning the "Hours" macro.

8. On the fifth button, you will assign a hyperlink instead of a macro. Hover over "Assign hyperlink" and select "Open" from the pop-out list.

9. Browse to the C: drive and select the "CFP Tools and Templates" folder, select the "5 Project Costs and CFP Text" folder, select the "Project Cost Related Files" folder, select the "Cost Matrices" folder, and finally select the "Permit Matrix" file. Name it "Permit Matrix."

10. Follow the steps for the sixth button to assign the "ProjSize" macro.

11. Follow the steps for the seventh button to assign the "Totals" macro.

12. On the eighth button, you will assign a hyperlink to the "Table of Files" file, located under the "CFP Tools and Templates" folder, then under the "CFP Process and Initial Files" folder.

13. The ninth and final button is also assigned a hyperlink to the "Task List" document, which is in the same folder as the "Table of Files" document.

14. Double-click on the "Table of Files" file name.

15. Finish by naming the button "Table of Files" and changing the button image.

This tool bar should display each time you open Excel. If it does not, it can easily be opened by right clicking on any toolbar and selecting "CFP1" from the drop-down list.

By default, the toolbar will hover over your work area. If you would prefer to have it integrated into the rows at the top of the screen holding other toolbars, you may click and drag it to the same area and it will attach to the row your mouse is over when you unclick the mouse button. Alternatively, to detach it again, click on the stacked grey bars to the left of the tool buttons and drag it back onto the screen.

If running Windows XP and auxiliary security software, Excel will virus scan all macros regardless of the security level you select.

You may also need to adjust your Excel security level to allow the macros to launch:

1. Click "Tools" from the main menu.
2. Hover your mouse over "Macro" on the drop-down menu.
3. Select "Security" from the side pop-out menu.
4. Select the "Medium" radio button in the dialog box.

Data Analysis Tool

The final tool you will need to pre-load into Excel to facilitate the template data formatting is the "Data Analysis Tool":

1. Click "Tools" from the main menu and select "Add-ins" from the drop-down menu.
2. Check the "Analysis toolpak" option.

Embedded Entry Fields, Hyperlinks, Comments and Instructions

All the templates can be likened to data forms with simple fields for entering information. Navigation between the fields can be done with either the arrow keys or the tab key.

Hyperlinks (bright blue, underlined text) to corresponding files and instruction pages have been built into the majority of the templates. To view these subsidiary files, click once on the hyperlink and it will launch the new page in a separate screen. To return to the previous page, just use the back arrow on the "Web" toolbar at the top of your screen.

Many comments have also been embedded into the template files to orient you with the nature of the document and explain the purpose of some field areas. They are recognizable by a tiny red upturned arrow on the screen and can be viewed by hovering your mouse over the arrow. The comment pop-up box will appear and display until your mouse is moved again.

On-screen instructions for using the templates are present on most of the files. They are accessible through a built-in instructions hyperlink, which is always located in the upper-left corner of a document.

Getting Comfortable With Excel

"Attachment A" to this guide is a helpful list of tips and hints about understanding and navigating the Excel workbook interface.

Saving Files

The files structure offers you a convenient place to store all of your work after you have completed the data entry. Under the main tool directory (CFP Tools and Templates), you will find a folder named "CFP Individual Projects." This directory has several pre-named folders adopting the names of the standard program areas. There are also several folders with temporary number labels for you to add names to and use for storing documents. This staging area has been set-up for you as a courtesy only. If you would prefer to store your files in a different location, you can without compromising any of the data integrity.

THE TEMPLATES

Navigational Structure and Required Documents

The tool's navigation has been broken into five chronological project categories (Preliminary Planning, Project Scoping, Estimating, CFP Document Preparation, and Project Management). Each category offers a series of automated templates, which will serve as your planning aides in the development of your capital facilities plan. In addition to the templates, dozens of informational files and links are included to help guide you through the complex planning process.

This version of the User's Guide focuses primarily on the following six templates, which are necessary to facilitate completion of the basic CFP:

- City Owned Property Matrix
- Decision Matrix
- Comprehensive Plan Policies Matrix
- Project Components
- Project Costs Matrix
- CFP Text

For ease of navigation, open and work from the "Table of Files" document each time you use the CFP tool. Each listing in The "Table of Files" is hyperlinked to the corresponding document.

A brief overview of the other reference files and templates you can use to help you complete these templates is also provided. For further assistance with using these auxiliary templates, please contact the CTED support line.

The Table of Files

The "Table of Files" is a clickable index of all the documents/templates you will use in the tool and serves as a convenient point of entry to every file used by the tool. The "Table of Files" is formatted in the same categorical order outlined above and includes links to corresponding matrices and background documents related to each category. The best way to launch this file is from the "CFP1" toolbar you created earlier. The eighth button (second from the end) is programmed to hyperlink to this file.

Preliminary Planning

These tools help you through the CFP process and facilitate the gathering and compilation of property-specific information.

CFP Process Task List and Flowchart

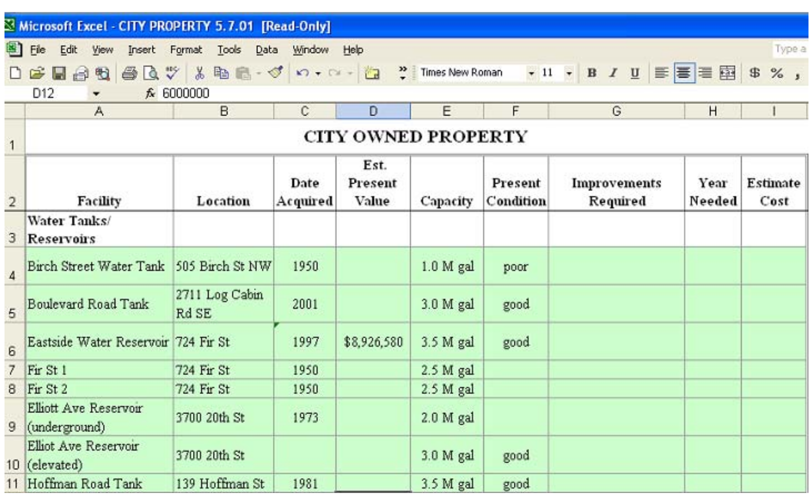
The Task List details every step jurisdictions take when completing their capital facilities plan. It offers built-in links to the Instructions and Flowchart files, as well as supporting documents and samples to help you understand each step more fully. The data in the list can also be easily sorted to filter tasks and milestones according to their importance. Built-in pop-up help boxes are also present to help you efficiently extract the data you desire. The Flowchart graphically depicts the steps in the Task List and is formatted in standard flowchart fashion with a detailed linear account of the CFP process. The Task List can also be launched from any screen from the last button on the CFP1 toolbar.

*** * Required CFP Document * ***

City Owned Property Matrix

This template is used to profile all of your jurisdiction's facilities.

- If needed, column headings may be edited to include information unique to your municipality.
- Enter the corresponding data for each property under each heading.
- Save and print the final worksheet to include as an appendix in your CFP.



CITY OWNED PROPERTY

Facility	Location	Date Acquired	Est. Present Value	Capacity	Present Condition	Improvements Required	Year Needed	Estimate Cost
Water Tanks/ Reservoirs								
Birch Street Water Tank	505 Birch St NW	1950		1.0 M gal	poor			
Boulevard Road Tank	2711 Log Cabin Rd SE	2001		3.0 M gal	good			
Eastside Water Reservoir	724 Fir St	1997	$8,926,580	3.5 M gal	good			
Fir St 1	724 Fir St	1950		2.5 M gal				
Fir St 2	724 Fir St	1950		2.5 M gal				
Elliott Ave Reservoir (underground)	3700 20th St	1973		2.0 M gal				
Elliot Ave Reservoir (elevated)	3700 20th St			3.0 M gal	good			
Hoffman Road Tank	139 Hoffman St	1981		3.5 M gal	good			

Public Works Project Profile

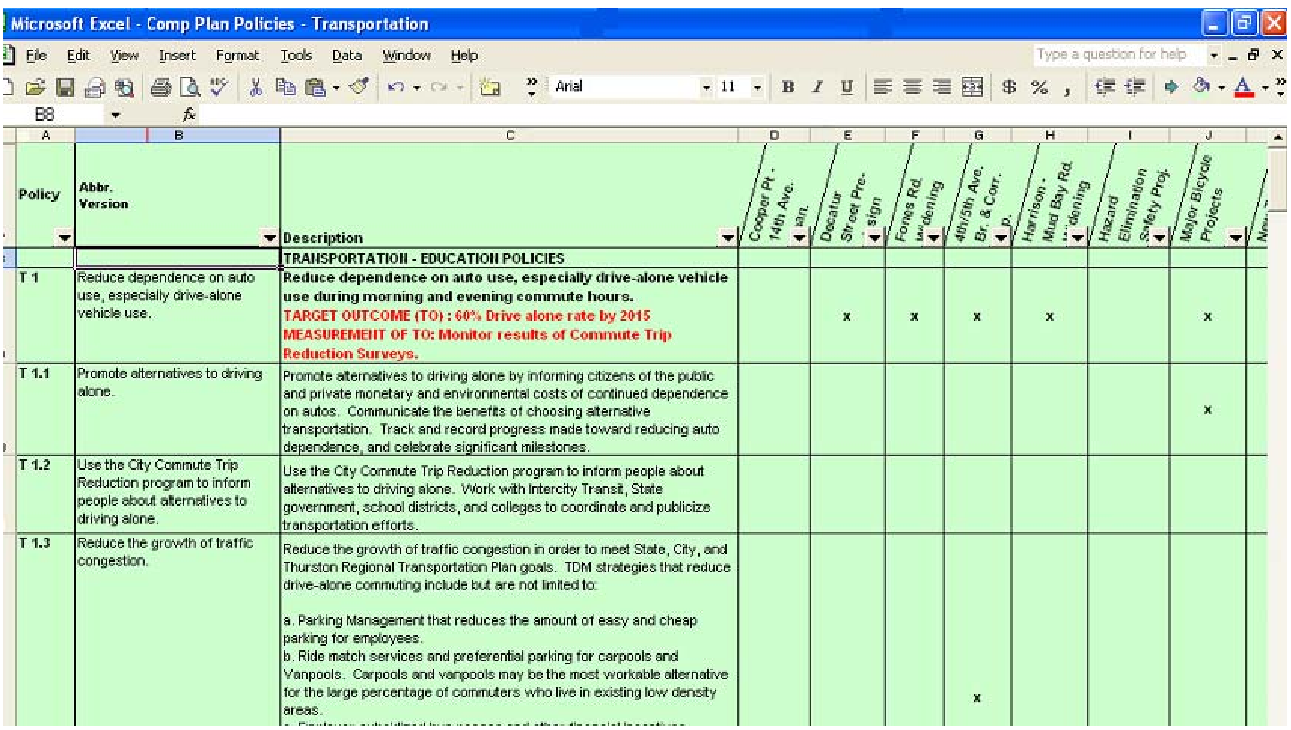
This form is an MS Word template used for documenting details about each of your Public Works projects separately. It is a useful worksheet and makes the later task of compiling all the project data together much easier.

*** * Required CFP Document * ***

Comprehensive Plan Policies Matrix

This template associates the GMA Comprehensive Plan Policies with every project noted in your CFP. At the bottom of the page, tabs denote different worksheets for each major program category (transportation, parks, sewer, etc.). To navigate between worksheets, click on the tab you desire and the corresponding worksheet will launch.

- Enter the policy descriptions from the comprehensive plan into columns B & C.
- Add your CFP project names diagonally into the column header cells in subsequent columns.
- Enter checkmarks under the project headers in line with applicable comprehensive plan policies.
- Save and print each of the worksheets and include them in your plan.


Microsoft Excel - Comp Plan Policies - Transportation

Policy	Abbr. Version	Description	Cooper Pt - 14th Ave.	Decatur Street Pre-	Fones Rd.	4th/5th Ave. Br. & Corr.	Harrison - Mud Bay Rd.	Hazard Elimination Safety Proj.	Major Bicycle Projects
		TRANSPORTATION - EDUCATION POLICIES							
T 1	Reduce dependence on auto use, especially drive-alone vehicle use.	**Reduce dependence on auto use, especially drive-alone vehicle use during morning and evening commute hours.** **TARGET OUTCOME (TO) : 60% Drive alone rate by 2015** **MEASUREMENT OF TO: Monitor results of Commute Trip Reduction Surveys.**		x	x	x	x		x
T 1.1	Promote alternatives to driving alone.	Promote alternatives to driving alone by informing citizens of the public and private monetary and environmental costs of continued dependence on autos. Communicate the benefits of choosing alternative transportation. Track and record progress made toward reducing auto dependence, and celebrate significant milestones.							x
T 1.2	Use the City Commute Trip Reduction program to inform people about alternatives to driving alone.	Use the City Commute Trip Reduction program to inform people about alternatives to driving alone. Work with Intercity Transit, State government, school districts, and colleges to coordinate and publicize transportation efforts.							
T 1.3	Reduce the growth of traffic congestion.	Reduce the growth of traffic congestion in order to meet State, City, and Thurston Regional Transportation Plan goals. TDM strategies that reduce drive-alone commuting include but are not limited to: a. Parking Management that reduces the amount of easy and cheap parking for employees. b. Ride match services and preferential parking for carpools and Vanpools. Carpools and vanpools may be the most workable alternative for the large percentage of commuters who live in existing low density areas.				x			

Documentation Matrix

This tool helps you compile all the information related to the impact studies and planning activities associated with any given CFP project. Projects are identified by the jurisdiction's map grid designation and supporting data is entered into the corresponding row cells under various category headers.

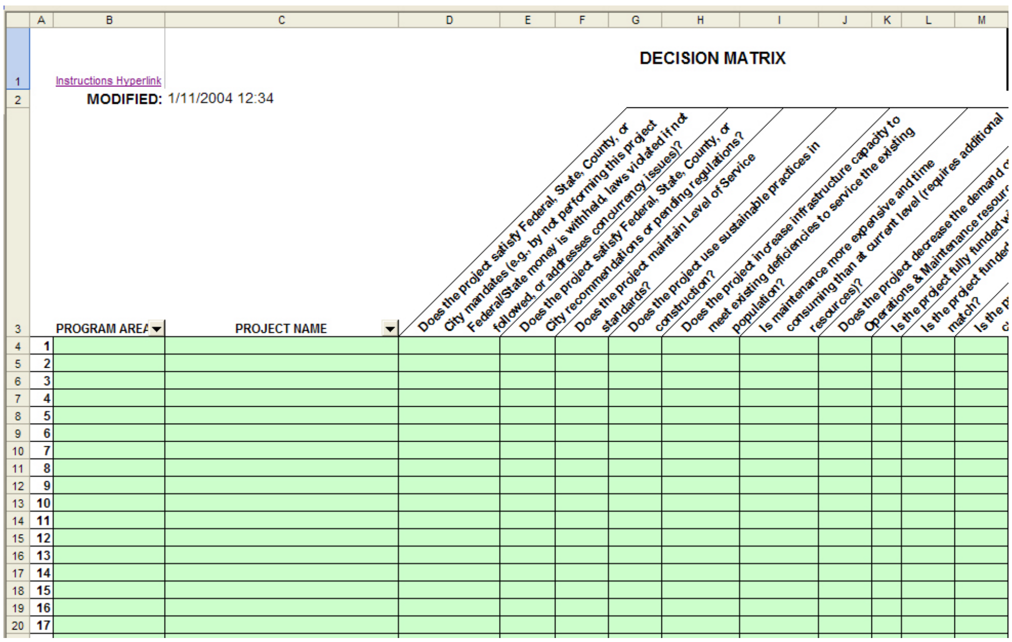
*** * Required CFP Document * ***

Decision Matrix

This matrix is a multi-functional template for prioritizing all your projects according to a pre-assigned set of criteria and is particularly valuable for comparing projects from different program categories (i.e., Parks vs. Water).

-- To complete:

- Review the criteria text in the angled header cells and edit as needed.
- Enter information about the program and the project area into columns B & C.
- To the right of each project, insert an "x" under every criteria heading applicable to the project.



-- After entering all of the data into the Decision Matrix, click on the "Background" tab at the bottom of the screen. Here you will see pre-assigned values in place of the "x's" you entered for each criterion. These point values can now be modified if desired to suit your municipality's needs.

With the "Background" worksheet still loaded, the next step is to initiate the automated process for calculating the total point values of each project and re-ordering the list of projects according to value.

- Click on the "Blanks" button (first button) on your CFP1 toolbar to activate the macro.

-- This template can also be set to display other useful data about each project. This is done by opening the "Tools" option from the main menu at the top of the screen and selecting "Data Analysis" from the drop-down list. Any item on the option list displayed in the resulting dialogue box can be selected and applied to the document. Try experimenting with the data you would like to include. Here's an example of how to display the "Percentage and Rank" status for each project:

Decision Matrix (continued)

1. Select "Tools" from the main menu at the top of the screen, choose "Data Analysis" from the drop-down menu, then double-click the "Rank and Percentile" option on the list.
2. A dialog box will appear with blank entry fields.
3. In the "Input Box", enter **$BC$4:$BC$100** into the "Input Range:" field and select the "Columns" radio button next to "Grouped By:"
4. In the "Output Options Box", select the "Output Range:" radio button and enter **$BD$3** into the neighboring field.
5. Click "OK"

-- Finally, from either worksheet, it is possible to view only the information associated with a program category or a particular project.

- To sort by program, click the black arrow to the right of the program area header and choose the program you would like to view.
- To sort by project, click the back arrow to the right of the "Project Name" header and choose the project you would like to view.
- To return to the complete list, click the arrow again and choose all from the list.

Your jurisdiction can use this data to prioritize and determine the current year's projects. It is also a useful tool for presentations to elected officials and the public when explaining the often complex evaluation process.

Project Scoping and Project Estimating

The templates in these two sections will help you detail out the scope, schedule. and costs for each CFP project noted in the "Decision Matrix." Although they are not mandatory to creating a plan, they can be invaluable for documenting individual components of each project and calculating the estimated costs of completion. This information can then be transferred to the "CFP Project Components" document (required CFP document).

Project Plan – This sub-section of the Project Scoping category includes:
-- A "Scoping and Design" template for listing employee types, tasks, hours and resource costs for the construction and design of a project. This data is then rolled-up into the "CFP Project Costs" analysis worksheet.
-- A "Construction and Close Out" template for listing construction phase/close-out tasks, hours, and resource costs for each project. This data is also rolled-up into the "CFP Project Costs" analysis worksheet.
-- The "Hyperlink List" references dozens of regulatory documents and Web page resources related to your projects. Links are found throughout the templates to this valuable document.

Construction Planning Matrix – Used for scheduling each phase and component of your individual projects.

Scoping Worksheet – Used for proactively identifying potential project problems.

Land and ROW Matrix – Used for determining land and employee costs for each project.

Permit Matrix – Used for documenting the various permits and the associated costs for each project.

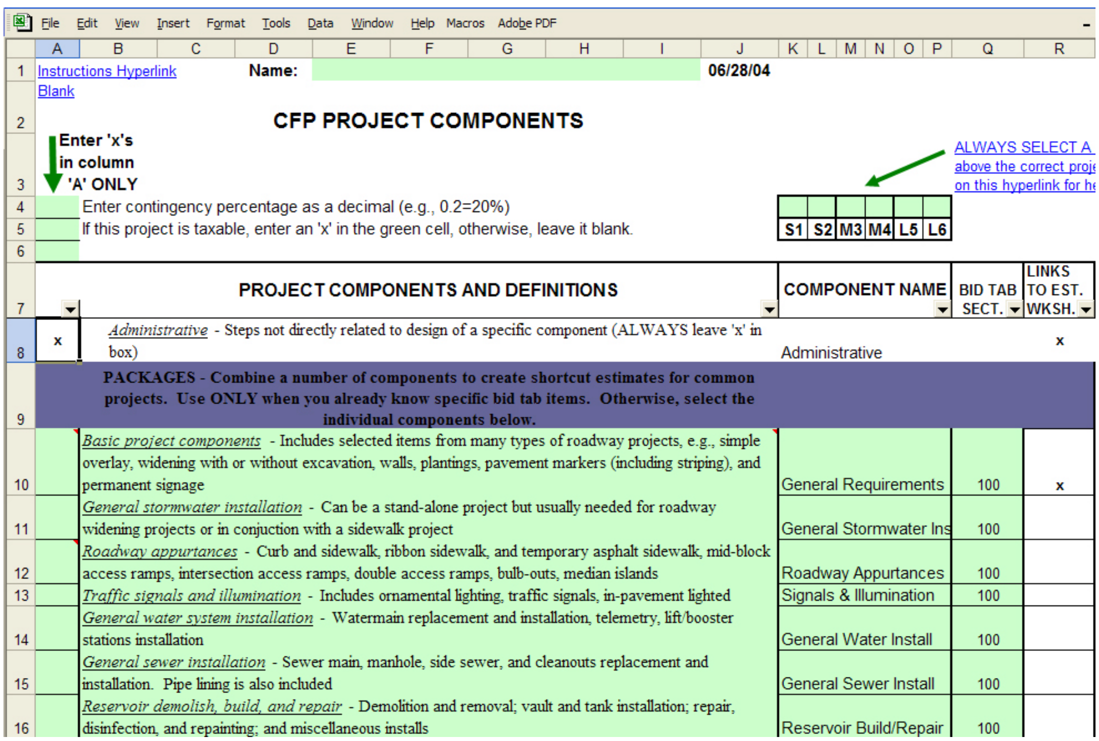
Public Communications Matrix – Used to outline project public communications requirements/schedule.

*** * *Required CFP Document* * ***

CFP Project Components

This template uses and formats the project components and costs gathered during scope development into a print ready document for your CFP. You will create one for every project contained in your plan.

- Enter the name of the project located in the top center of the screen.
- Place an "x" in the corresponding "Project Size" box located in the upper right of the screen. ***(Required)***
- Enter the contingency percentage applicable to the project in row A4.
- Place an "x" in row A5 if the project is taxable.
- In the components section, place an "x" in column A next to the applicable components of the project. Items have been organized by program category and additional items may be added as needed.
- To get a more focused view of your data, use the built-in filters. They are identified by arrows near the column heading names in row 7. Click once on an arrow and select the criteria you desire from the drop-down list. The list will reorganize automatically.



- At the bottom of the screen, click on the worksheet tab labeled "Estimate Worksheet."
- In the G column, enter a quantity for each listing applicable to the project.
- Click the down arrow near the heading in column B and select "x" from the drop-down list. This function will take a few minutes to complete. The resulting worksheet will only contain the items you have entered a quantity for and their associated costs and/or hours.
- This data will then be imported to the Project Costs worksheets automatically.
- Do not forget to save each project file before moving to the next one.

*** * Required CFP Document * ***

CFP Project Costs

These worksheets are programmed to automatically compile the data you entered into the Project Components templates to provide a comprehensive break-out of the costs and funding sources both by project and in total. This section also features worksheets where the project costs and funding sources are independently broken out both by project and in bulk. Also included is a worksheet displaying the data in a chart format. These worksheets are all excellent resources for presenting your final data to the public and/or elected officials. Here are some useful hints for using these worksheets efficiently:

--The majority of the cells in the worksheets have programming built into them for importing data. It is very important to remember only the "green" cells can be modified.
--The titles in Column A of the CFP Project Totals worksheet may be modified to accurately reflect your jurisdiction's project cost categories and funding sources.
--Below the totals, your projects will be listed with associated costs for the current and the previous CFP planning periods. If it is your first time using the tool, the previous period will reflect sample numbers, which you will need to update with your jurisdiction's actual data.
--The current period will pre-fill with data from the Project Components worksheets, but can be modified if necessary. In future cycles, the tool will roll this data up into the previous period before pre-filling the new data into the current period.

CFP Document Preparation Screens

This category includes templates for all the text files needed to create your CFP document. A sample Table of Contents is included, as well as nine sub-sections with respective text templates for each of the program areas (e.g., transportation, water, sewer, etc.) Also included in each sub-section is a sample Introduction document and sample documents for new and completed projects. The "New and Completed" document is a valuable recap document for distribution during presentations to elected officials and the public on your previous year's CFP activity.

Many of these files have table grids which will automatically import data from your CFP Excel worksheets. To activate, simply double-click on the table and the content will automatically fill. Each text worksheet title is also pre-formatted to fill in automatically from your Excel worksheets when they are double-clicked.

Project Management

You will note, most of the templates listed under this section are duplicates of those you have already seen or worked on. The Project Scorecard worksheets are the exception. These are intended to be used in the field for tracking projects during their execution. This section includes scorecards to be completed by each individual on a team, as well as a team scorecard for collecting group data.

ATTACHMENT C – Excel Hints/Tips

TITLE AND TOOLBARS

- Excel includes many of the same menus and toolbars of other Microsoft applications. The familiar "Title" and "Menu" bars line the top of the screen, with the "Standard" and "Formatting" toolbars following underneath them. Below those, you will find the "Formula" toolbar, which is unique to Excel and used for creating various automated formulas. Additionally, after you have downloaded the CFP template macros (pages 4-5 of the guide), the CFP1 toolbar will also be present each time you open Excel.

THE WORK AREA

- An Excel file is called a workbook and it is possible to have multiple worksheets included in any workbook file. Worksheets are formatted in a grid system resembling a spreadsheet. Each worksheet is identified by a tab at the bottom of the screen. To select and display a worksheet, click the desired tab once.
- The columns are identified with letters along the top of the screen and the rows are identified by numbers going down the left side of the screen.
- Intersecting column and row gridlines form a box called a cell. Generally, each cell is able to hold its own data.
- A cell's address is identified by a combination of the column letter and the row number (i.e. A4).

BASIC NAVIGATION

- To move from one cell to the next either click your mouse on the desired cell, use the arrow keys, or tab to move right. Remember, if a cell is not surrounded by a black-box, it is not selected.
- Use **"Home"** to jump to column A in the current row you are working in.
- Use **"Ctrl+Home"** to jump to cell A1.
- Use **"Ctrl+End"** to jump to the last active cell in the worksheet.
- Use **"Page Up"** to move one entire screen up in the current column you are working in.
- Use **"Page Down"** to move one entire screen down in the current column you are working in.
- The scroll bars to the right and at the bottom of the screen will help you quickly find a specific area of a worksheet. Once you find it, be sure to remember to click your mouse in the desired cell to select it before entering content.

SPECIAL VIEWING HINTS:

- At times, it may help to zoom your screen in or out to get perspective. To do this, choose "View" on the menu bar and select "Zoom" from the drop-down menu. A dialog box will appear with several choices and corresponding radio buttons.
- When scrolling or zooming, it is fairly easy to lose your place in a worksheet if the column and row headings are not affixed in place. This can be done with the "Freezing Window Panes" feature. To use, position your pointer in the cell to the immediate left of the column(s) you want to freeze and/or immediately below the row(s) you want to freeze, then choose "Window" from the menu bar and select "Freeze Panes" from the drop-down menu. At this point, regardless of whether you scroll or zoom, the frozen columns and rows will stay put. To unfreeze, choose "Window" and "Unfreeze Panes." For your convenience, some worksheets have already be set-up with this feature.
- You can also see more of the screen by switching to the "Full Screen" view, which will hide all the menus to give you full advantage of the viewing area. To do this, choose "View" and then "Full Screen" from the drop-down menu. To return to the standard view, simply go through the exact same motions to toggle back.

BUILT-IN SORTING AND FILTERING:

- Many of the templates have built-in sorting formulas and/or filtering. In most cases these apply to a particular column of data you have entered. If one of these special formulas is included, you will see a small down arrow to the right if the heading text at the top of the row. When you click on the arrow, a drop-down list will appear with the selection criteria for sorting or filtering the respective data in that column.